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Assessment and Strengthening Program

Rural Support Programmes Network

Annual Program Performance
Report 2012-13



**MANAGEMENT
SYSTEMS**

**HUMAN
RESOURCES**

**POLICY LEVEL
REFORMS**

ASP-RSPN

The Program's Annual Performance Report Oct 2012 – Sep 2013

December 2013

Cooperative Agreement Number:
391-A-00-11-01201-00

Implementing Organization:
Rural Support Programmes Network

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ACRONYMS

ACS	Additional Chief Secretary
ADB	Asian Development Bank
ADP	Annual Development Program
AGP	Auditor General of Pakistan
AGPP	Advisory Group on Public Procurement
AiD	Associates in Development
AJK	Azad Jammu & Kashmir
ASP	Assessment and Strengthening Program
CA	Chartered Accountant
CB	Capacity Building
CDCP	Citizens Damage Compensation Program
C&W	Communication and Works
CEO	Chief Executive Officer
CGA	Controller General of Accounts
CoP	Chief of Party
CPO	Central Program Office
CSO	Civil Society Organization
DAGP	Department of Auditor General of Pakistan
ERP	Enterprise Resource Planning
DCOP	Deputy Chief of Party
DfID	Department for International Development
FPPRA	Federal Public Procurement Regulatory Authority
FM	Financial Management
FY	Financial Year
GoKP	Government of Khyber-Pakhtunkhwa
GOP	Government of Pakistan
GoS	Government of Sindh
HEC	Higher Education Commission
HR	Human Resource
HSA	Health Services Academy
IA	Internal Audit
INTOSAI	International Organization of Supreme Audit Institutions
IR	Intermediate Result
IT	Information Technology
JIMS	Jacobabad Institute of Medical Sciences
KP	Khyber Pakhtunkhwa
LMS	Learning Management System
LUMS	Lahore University of Management Sciences
M&E	Monitoring and Evaluation

MER	Monitoring, Evaluation and Research
MIS	Management Information System
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MSDP	Municipal Services Delivery Program
NADRA	National Database and Registration Authority
NHA	National Highway Authority
NIP	National Institute of Procurement
NRSP	National Rural Support Programme
NSPP	National School of Public Policy
OBB	Output-Based Budgeting
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
PD	Provincial Director
P&D	Planning and Development
PDMA	Provincial Disaster Management Authority
PDWP	Provincial Development Working Party
PFM	Public Financial Management
PIDE	Pakistan Institute of Development Economics
PMP	Performance Management Plan
PMU	Project Management Unit
PPO	Provincial Program Office
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PSC	Program Steering Committee
QPR	Quarterly Performance Report
RMU	Reforms Management Unit
RSPN	Rural Support Programmes Network
SBEP	Sindh Basic Education Program
SDMA	State Disaster Management Authority
SMEDA	Small and Medium Enterprise Development Authority
SP	Strategic Planning
SPPRA	Sindh Public Procurement Regulatory Authority
STI	Secretariat Training Institute
TDEA	Trust for Democratic Education and Accountability
TNA	Training Needs Assessment
ToT	Training of Trainers
TPV	Third Party Validation
USAID	United States Agency for International Development
WAPDA	Water and Power Development Authority

Executive Summary

Public Sector institutions of Pakistan face great challenges in the field of Organizational Capacity Development. This impinges not only on overall performance but also on proper utilization of donor funds. ASP has come to play a useful role in bridging the gap.

ASP with the support of counterpart government departments, effectively contributed towards institutionalizing some key best-practices during the current year. Recognition of this has come from important Government departments and organizations. ASP greatly values this partnership in capacity building in the fields of policies, procedures and management systems. Some excerpts are presented in this report to reflect the sustainability of our efforts. The support extended by USAID team helped in achieving strategic results under the umbrella of ASP.

During the current year, ASP focused on the findings of country and provincial Pre-Award Assessments conducted by USAID to initiate capacity building interventions at both federal and provincial level. The weak areas identified in the report, like Public Procurement, Public Audit, Strategic Planning and Public Sector Training were taken up. Special emphasis was bid on the areas of *management systems development, classroom & on-the-job training and supporting organizational reforms* in partnerships with Pakistani organizations. ASP has been able to create a tangible impact in making *Pakistani organizations more transparent, accountable and effective*. This report presents the upward movement of indicators in the chapters covering performance parameters.

At the federal level, ASP-RSPN partnered with six government institutions to help implement improved management systems; and upgrade human resources with latest skills through training and on-the-job assistance. These include Auditor General of Pakistan, Secretariat Training Institute, Health Services Academy, Public Procurement Regulatory Authority Islamabad, SMEDA and Aik Hunar Aik Nagar.

ASP conducted a comprehensive ‘Needs Assessment’ exercise of DAGP based on the globally applicable capacity building needs assessment framework of the International Organization of Supreme Audit Institutions (INTOSAI). The results of this study were systematically queued up to draft the long-term ‘Strategic Plan’ for the Supreme Audit Institution of Pakistan.

The Secretariat Training Institute (STI) which provides mandatory training to important administrative cadres was the venue of a significant partnership with ASP resulting in changes in curriculum and training methodology; work done in tandem with National Institute of Procurement and WAPDA Administrative Staff College are important contributions in the same domain.

ASP's capacity building support to HSA proved to be productive in bringing the academy's systems in line with good governance requirements. The gaps were successfully plugged with development of '**Policy Manuals**' in all operational areas of Financial Management, Procurement Management, M&E, Human Resource Management and Internal Audit.

Procurement is an area of top priority in terms of needed reform. It is equally relevant in federal and provincial spheres. ASP has taken up the strengthening of Regulatory Bodies dealing with procurement as part of its core mission. ASP during the current year was tasked to work with federal and provincial procurement regulatory authorities for updating of Procurement Rules, development of SBDs and grievance redressal systems and build robust M&E systems. All the mentioned policy documents for KP-PPRA have been finalized and adopted at provincial level. Substantial progress has been made under the CB plans of federal and Balochistan PPRAs, initiated recently in the last quarter. A landmark achievement has been made by developing the '**National Procurement Strategy**' through an Advisory Group on Public Procurement (AGPP) notified by the government. The advisory group has become an effective vehicle of inter- provincial collaboration for harmonization and adoption of best practices.

The reporting year witnessed a significant strengthening of partnership with Government of KP in key areas, like '**Strategic Planning**' and '**Internal Audit**'. These were successfully piloted in partnership with the Finance and respective departments of KP. The GoKP's Budget White Paper for the FY 2013-14 has acknowledged ASP-RSPN's contribution in development of Strategic Plans for the six departments (Health, Higher Education, Public Health Engineering, Social Welfare, Population Welfare and Irrigation Departments). In sum, this intervention has helped the Departments to change from incremental to Output Based Budgeting (OBB). Likewise, ASP supported Internal Audit intervention in KP. The GoKP also agreed to set up internal audit as a separate function in Education, Health and Works & Services departments. ASP believes that credible models have been created with a wide applicability across Pakistan.

During the current year, ASP-RSPN successfully completed Phase-I of Capacity Building assistance to PaRRSA, an important disaster management institution. The one-year partnership concluded on June 30th 2013. ASP-RSPN developed the entity's policies & procedures, manuals of M&E, Procurement Management, Financial Management and HR.

ASP-RSPN continued to support the two USAID funded programs in Sindh i.e. Municipal Services Delivery Program and Sindh Basic Education Program. On-the-job technical assistance to MSDP concluded during the last quarter, however, it continued for SBEP in the areas of M&E, FM, engineering and Internal Audit that will be extended till April 2014. Currently with limited PMU staff on board in both the projects, assistance in the operational functions is expected to be provided in the next year. An important milestone achieved during the reporting period was approval of the policy manuals by the Program Steering Committee of MSDP Sindh.

During the current year less than the target numbers of activities were assigned to ASP-RSPN under all program components, resulting in some gap between annual targets and achievements. We foresee that with growing recognition of ASP's support for sustainable strengthening of organizations, there will be a demand created for more and more partnerships at all levels.

Government's Acknowledgement – Ensuring Sustainability

“Government of Khyber Pakhtunkhwa really appreciates the efforts under taken by USAID in carrying out its reforms agenda under the umbrella program of PFM, to improve the effectiveness of its governance and, more importantly, stimulate economic growth in the province. USAID through Assessment and Strengthening Program (ASP) provided technical assistance to six (6) departments in developing strategic plans and its implementation by linking it with budgetary outlays”.

— Govt. of Khyber Pakhtunkhwa's Budget White Paper FY 2013-14

“ASP-RSPN provided valuable input by highlighting certain deficiencies and advising way forward to address those areas in the form of Manuals followed by comprehensive trainings. These manuals are approved by the Board of Governors of HSA and considered as an asset of the Academy. HSA has fully adopted the manuals and is in process of converting the conventional practices onto scientific approaches guided in the manuals which enhances transparency in procedures and make desk holders more accountable and answerable to the public and court of law”.

— Dr. Asad Hafeez, Executive Director, Health Services Academy

“SMEDA reviewed the manuals in detail developed by ASP in the areas of HR, Procurement Management, M&E and Financial Management and found M&E document as a roadmap/guideline to implement monitoring & evaluation systems in SMEDA”.

— Sardar Ahmad Nawaz Sukhera, CEO SMEDA

“Reforms Management Unit (RMU), Finance Department Govt. of Khyber Pakhtunkhwa would express its gratitude to ASP-RSPN and USAID for their invaluable support extended to Government of Khyber Pakhtunkhwa for the assistance provided for establishment of Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KP-PPRA). We appreciate and commend the assignments completed by ASP-RSPN and believe that this will go a long way in ensuring accountability, transparency and value for money in Public Procurement in the province of Khyber Pakhtunkhwa”.

— Tariq Rasheed, Reforms Coordinator RMU, Finance Department, GoKP

“During the 4th meeting of Program Steering Committee (PSC), the forum was informed that USAID’s Assessment and Strengthening Program prepared FM, HR, M&E and Procurement Management manuals in consultation with PMU-MSDP. The Additional Chief Secretary (Dev.) Mr. Arif Ahmed Khan appreciated the efforts put in the preparation of the manuals and hoped that these manuals specially the M&E manual will be useful not only in the P&D department but in all departments of Government of Sindh. He further remarked that his initial observation on these manuals was that they were useful and has a great value. The PSC approved the manuals for adoption by PMU-MSDP”.

— Minutes of 4th PSC meeting, MSDP P&D Department, Govt. of Sindh

“The Finance Department, who is spearheading the Strategic Planning exercise, appreciates the commitment of USAID funded ASP-RSPN in this endeavor. Under its CB program ASP-RSPN through its team of experts has provided technical assistance for developing Strategic Plans, Annual Action Plans and Output Based Budgets for six line departments of Govt. of KP. Formulation of the strategic plans has helped these departments in prioritizing their objectives and their budgets result-oriented by ensuring value for money. Strategic Plans and Annual Action Plans are being integrated with annual budget to ensure that objectives are budgeted for and achieved. ASP-RSPN’s team has assisted in formulation of performance indicators that will track performance over the medium to long term outcomes. Finance Department appreciates & acknowledges ASP-RSPN and USAID for their invaluable support in strengthening public financial management in KP. This will go a long way in overcoming the issues of weak financial management persistent in the most government departments in KP”.

— Nadeem Bashir, Additional Secretary Finance, Govt. of KP

Creating the Impact

Strategic Objective/Impact: Pakistani organizations are more transparent, accountable and effective

Indicator 1: % change in risk level of ASP partner organizations as result of validation exercise
Target: 70%
Achievement: N/A

ASP-RSPN has formulated twenty three capacity building plans during the last three years. The capacity building plans for different organizations vary as per the organizational requirements and focuses on the risk areas identified in the Pre Award Assessment Reports. The execution on the CB plans is carried out in close coordination and collaboration with recipient organizations. As of date, fifteen CB plans have been successfully concluded while the remaining 8 are in various stages of implementation.

ASP's unique approach to assess the results of its capacity building interventions has been built in the program design through a 'Validation' process. The Validation exercise analyzes the post-capacity building results using the validation framework similar to the Pre-Award Assessment framework. The Validation exercise re-assesses an organizational FM, HR, Procurement, M&E, Governance, Internal Control systems and its absorptive capacity after completion of capacity building initiatives. In addition, it also assesses the effectiveness of the capacity building interventions like training, on job technical assistance and implementation of the proposed manuals. More specifically the 'risk levels' of each operational area are ascertained along with the associated reasons of the risk status. This helps in exemplifying a pre and post capacity building scenario of institutional risks.

The ASP-RSPN's completed capacity building projects have not yet been validated by a third party. Hence, the targets for the current year are not applicable against this Impact Level Indicator. However, the results (Outcomes and Outputs) achieved under different assignments have been discussed in detail in the respective chapters on Intermediate results. Moreover, ASP has conducted two Validation exercises during the year, for which the Pre-Award Assessments were conducted by USAID prior to the launch of ASP. These Validations were conducted for Abacus Consulting Pvt. Ltd. and Trust for Democratic Education and Accountability (TDEA). The pre and post assessment results are as follows:

Organization	Overall Institutional Risk	
	Pre-Award	Validation
Abacus Consulting Pvt. Ltd.	Medium	Low
TDEA	High	Medium

The above table shows a positive change in the risk level of organizations validated. The overall risk level has significantly reduced in all core areas. The detailed comparison of Pre-Award and Validation results for Abacus Consulting is given below:

	Pre-Award Assessment Results	Validation Results
Internal Audit	Function non-existent	Dept. set up. IA Committee of BoD established
FM & Accounting	Unqualified Staff; issues of segregation of duties; improper fixed assets record; non-compliance with procedures	2 ACCA professionals hired; FM manual updated; functional areas established; Compliance ensured
Procurement System	Inadequate segregation of duties; weak record management	Procurement separated from Finance function; Procurement Committee set up; new staff hired; improved record keeping
M&E System	Function non-existent	Independent M&E function established; new project module added; M&E Committee set up
OVERALL RISK	MEDIUM	LOW

Indicator 2: “% change in satisfaction level of key organizational constituencies”
Target: 70%
Achievement: Survey likely to be conducted in 4th year

The Indicator 2 at the Impact Level i.e. “% change in satisfaction level of key organizational constituencies” is part of the PMP common for all three partners. It requires a dedicated perception based survey to be conducted. The Survey is likely to be conducted in 4th year.

Indicator 3: Number of ASP introduced reforms & initiatives contributing towards transparent, accountable & effective Pakistani organizations
Target: 10
Achievement: 10

The third impact indicator of ASP's results framework qualitatively measure the reform initiatives undertaken by ASP-RSPN to bring in transparency and accountability in the organizations and also provide information on initiatives aiming to bring in effectiveness strategic institutions having a cross-cutting impact Public financial management. The indicator measures the number of National, Provincial or organizational level reform oriented initiatives introduced by ASP through its Capacity Building and Research Assignments.

On one hand, ASP-RSPN's played the role of a catalyst to take ahead the reform initiatives of the government with technical support and on the other succeeded in convincing the government to set off on innovative interventions with support from ASP.

Significant results have been achieved while working with government departments in KP during the period under report. The government of KP has taken the lead in aforementioned reform initiatives. The political and administrative machinery in the province took the initiative and was instrumental in steering the whole process.

#	Organization/Department	Reform Initiative Implemented
Khyber Pakhtunkhwa		
1	Finance Department	Support in Establishment of KP PPRA
2	Education Department	Establishment of Internal Audit function
3	Health Department	Establishment of Internal Audit function
4	C&W Department	Establishment of Internal Audit function
5	Health Department	Implementation of Strategic Planning function
6	Higher Education Dept.	Implementation of Strategic Planning function
7	Public Health Engineering Dept.	Implementation of Strategic Planning function
8	Social Welfare Department	Implementation of Strategic Planning function
9	Population Welfare Department	Implementation of Strategic Planning function
10	Irrigation Department	Implementation of Strategic Planning function
Balochistan		

In addition to the above mentioned ten reforms and initiatives at federal and provincial level, the results of few other initiatives are expected to be materialized in the coming months.

IR-1

IMPROVED MANAGEMENT SYSTEMS IMPLEMENTED

The first Intermediate Result (IR) covers the assistance provided in the development, updating and thereby implementation of management systems to ASP's partner organizations. This includes support in project design activities, development/updating of policies & procedures, development of IT based (ERP/MIS) systems and introduction of new tools/techniques in the management areas. The implementation of these support interventions, trigger achievement against the performance indicators. Broadly, the indicators at the outcome and output level indicate towards the progress made on the overall capacity building process and strategies adopted by ASP-RSN. Starting from the need assessment process including the Pre Award Assessment to CB plan development and implementation phases, the IR encompass every process and intended result in institutional development.

Progress against the Outcome Indicators:

Indicator 1.1:	% organizations using improved management systems
Target:	70%
Achievement:	81%

The assistance has been extended to Health Services Academy, SMEDA, STI, PaRRSA, six departments in KP where strategic plans and action plans implemented, three departments in KP to institutionalize the Internal Audit, MSDP, SBEP and KP-PPRA. All the organizations have started using the improved management systems introduced during the CB phase, except for SMEDA, SBEP and PaRRSA where the approval of the competent authorities is awaited. However, the management of these institutions has formally accepted the manuals and has indicated to approve the developed manuals in the upcoming meetings. The policies and procedure manuals in all the above mentioned organizations are in different levels of implementation. Out of the total 16 departments/institutions (mentioned above), 15 departments are using the updated systems introduced by ASP-RSPN, cumulatively 94%.

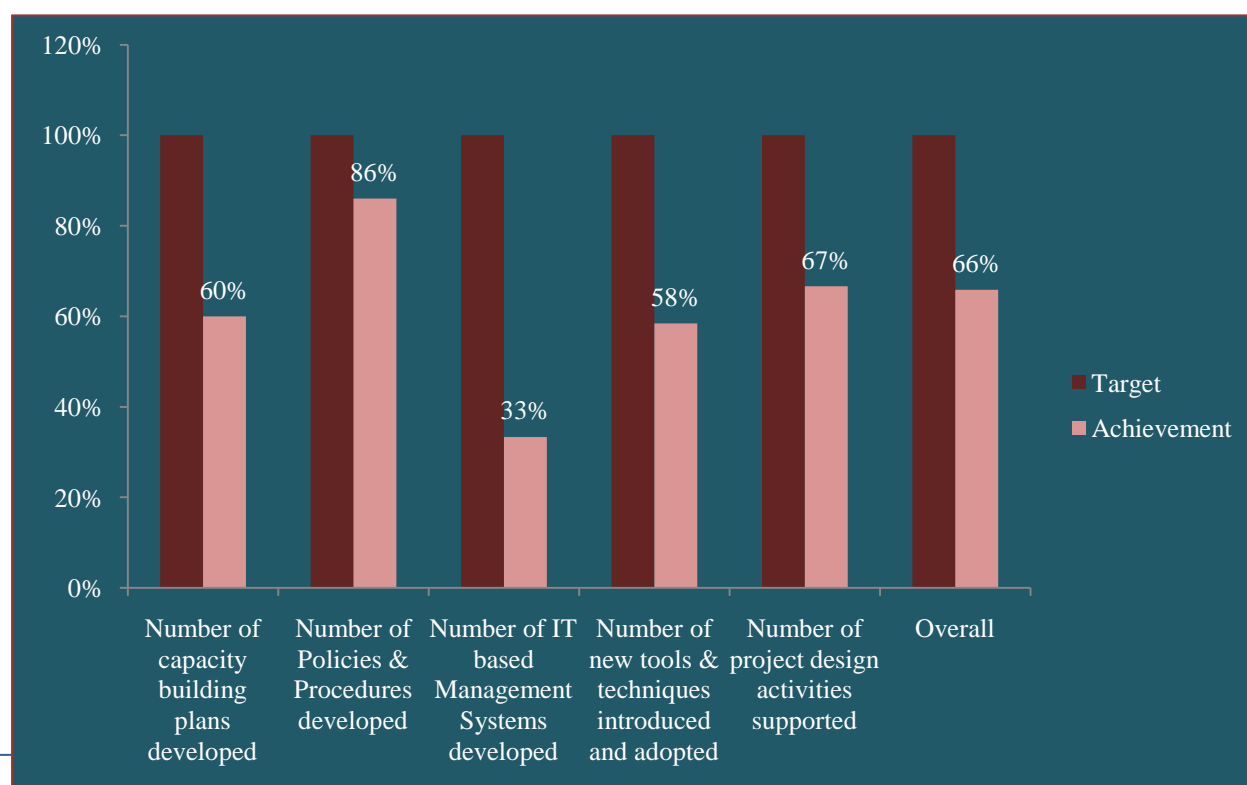
Indicator 1.2:	% organizations which continue to meet predefined management standards
Target:	70%

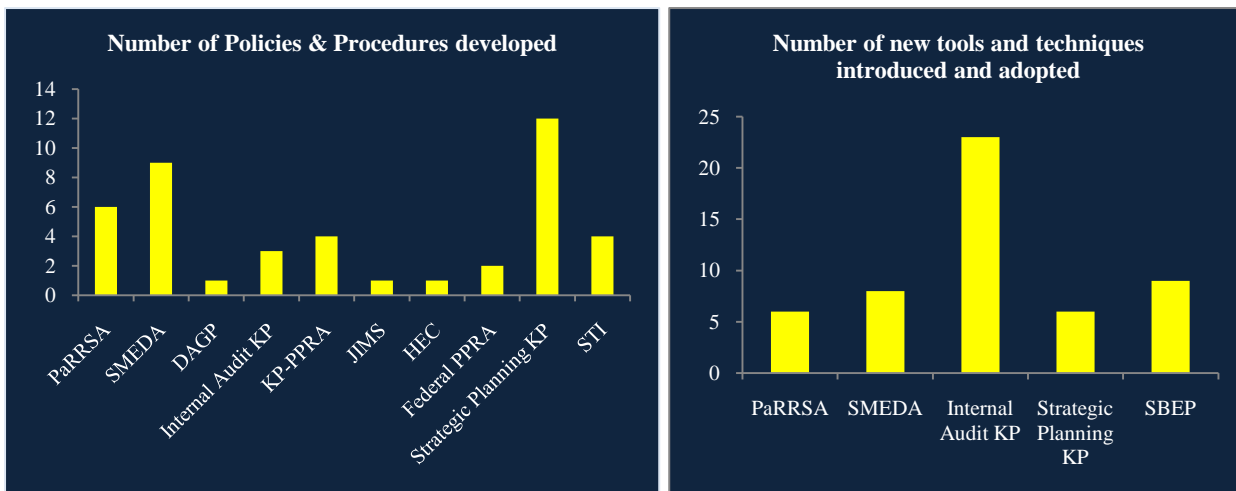
Achievement: N/A

This indicator measures the institutions showing positive change against the parameters of 'Validation'. Pre-defined management standard is defined as the ability of organizations to implement new management systems developed as per the gaps identified in the Assessment process i.e. the institutions for which capacity building support have been completed are maintaining the management standards. [The ASP-RSPN's completed capacity building projects/institutions have not yet been validated](#), so progress against the indicator cannot be related to ASP-RSPN. However, the results of two validations conducted demonstrate a positive continuation of the agreed management standards.

Progress against the Output Indicators:

ASP-RSPN received one Pre-Award assessment during the current year as against the target of ten. The targets for Pre Award Assessment are dependent on USAID's approval, the achievement on the Output/Sub-IR 1.1. is because of low number of assignments given. Similarly, ASP planned assessments of national and provincial institutions using the Institutional Performance Assessment Tool (IPAF) for PFM program development. However, USAID formally informed that IPAF based assessments would be directly undertaken by USAID as part of its own PFM Risk Assessment Program once approval is received from USAID Washington. Forty one validations against the annual target of fifty five were assigned to ASP. Forty of these were approved by USAID in Sep 13 and therefore are expected to be completed during the next quarter. Under Output/Sub-IR 1.2 encompassing CB activities, six GOP institutions were assigned against the target of ten.





The above charts present an overview of the annual progress against the performance indicators (Details are attached as Annex-I; Page 41). The disparity between targets and achievements in the above table has resulted from the lower number of assignments given by USAID in Capacity Building, and Assessment components.

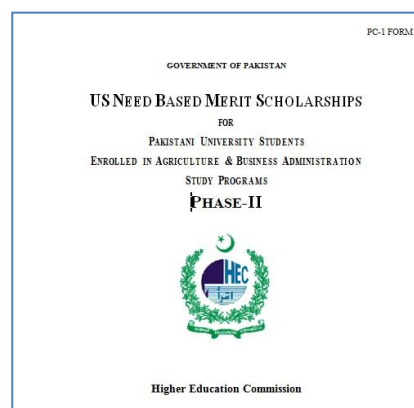
Pictures



Sep 02-03, 2013: 2nd meeting of the Advisory Group on Public Procurement held at Islamabad



STI's website developed by ASP-RSPN



PC-I for HEC developed by ASP

IR-2

HUMAN RESOURCES ENABLED FOR ENHANCED PERFORMANCE

ASP's revised Results Framework focuses on enhancing the on-job performance of individuals under its IR-2. The interventions for this result area are targeted at two levels:

- Enhancing the knowledge and skills of individuals through training
- Supporting the application of acquired skills through on-the-job technical assistance

ASP-RSPN's General Training program, training and technical assistance under the individual capacity building plans are contributing in achievements under this result area.

Progress against the Outcome Indicators:

During the reporting year, ASP-RSPN conducted two in-house impact assessment exercises of the training programs conducted on 'Assignment Account' and 'Training of Awardees on selected areas'. The results of these two impact exercises, considered as representative sample, are taken against the following two indicators:

Indicator 2.1: % trainees with improved knowledge and skills

Target: 70%

Achievement: 49%

Indicator 2.2: % change in relevant competencies of trainees

Target: 30-40%

Achievement: 41%

The details of these impact assessment studies are given below. For the above two indicators, the results against the parameters of "*Complete Change*" and "*Change to a large extent*" are considered. A comprehensive assessment framework was used to evaluate the impact at four levels:

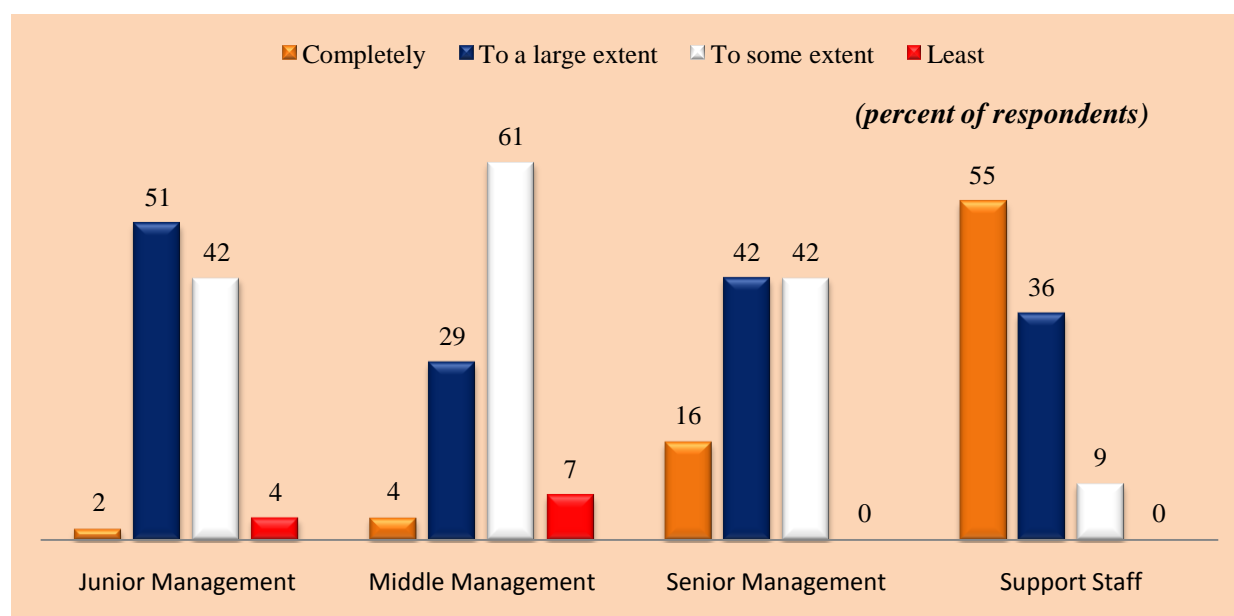
reaction, evaluation, behavioral change and results

Results of “Awardees Training Program”:

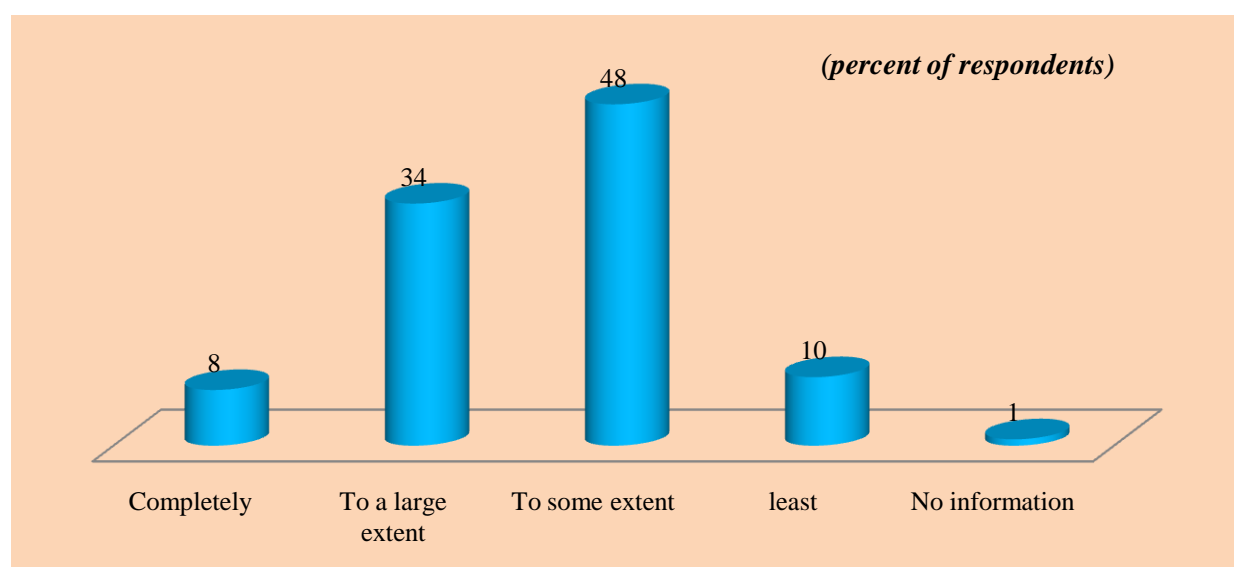
Number of respondents:

	Number of Participants	Percentage
Questionnaires received	115	72
Participants left organization	26	16
Non-Respondents	19	12
Total participants	160	100

Training increased knowledge and skills of participants:



Application of knowledge at Work place:

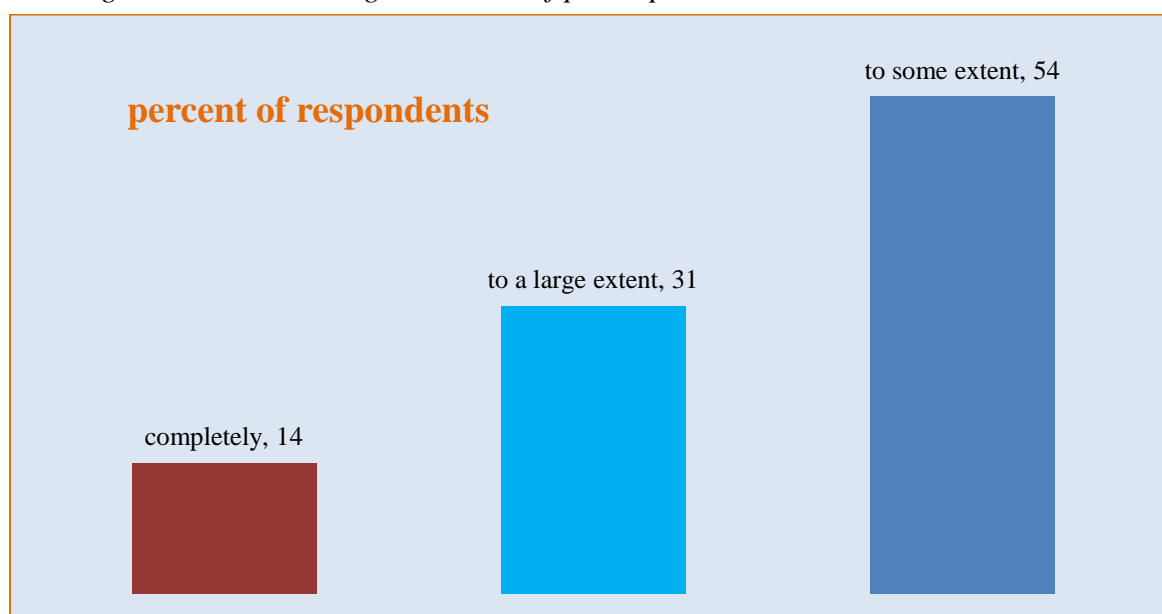


Results of “Assignment Account Training Program”:

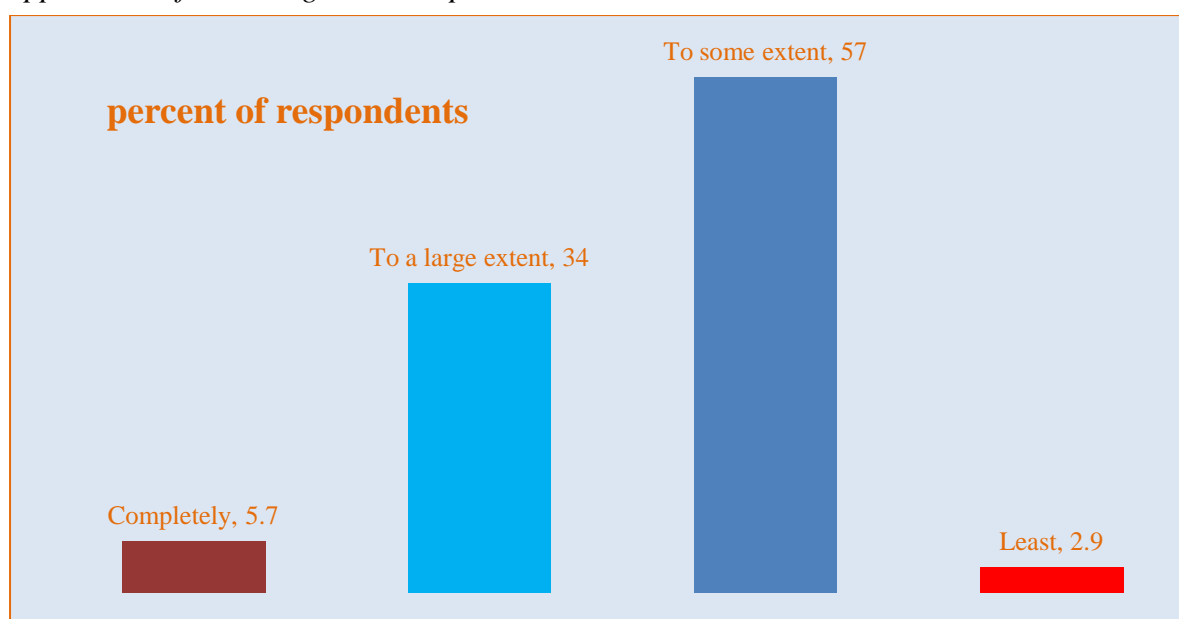
Number of respondents:

	Number of Participants	Percentage
Questionnaires received	40	53
Non-Respondents	36	47
Total participants	76	100

Training increased knowledge and skills of participants:

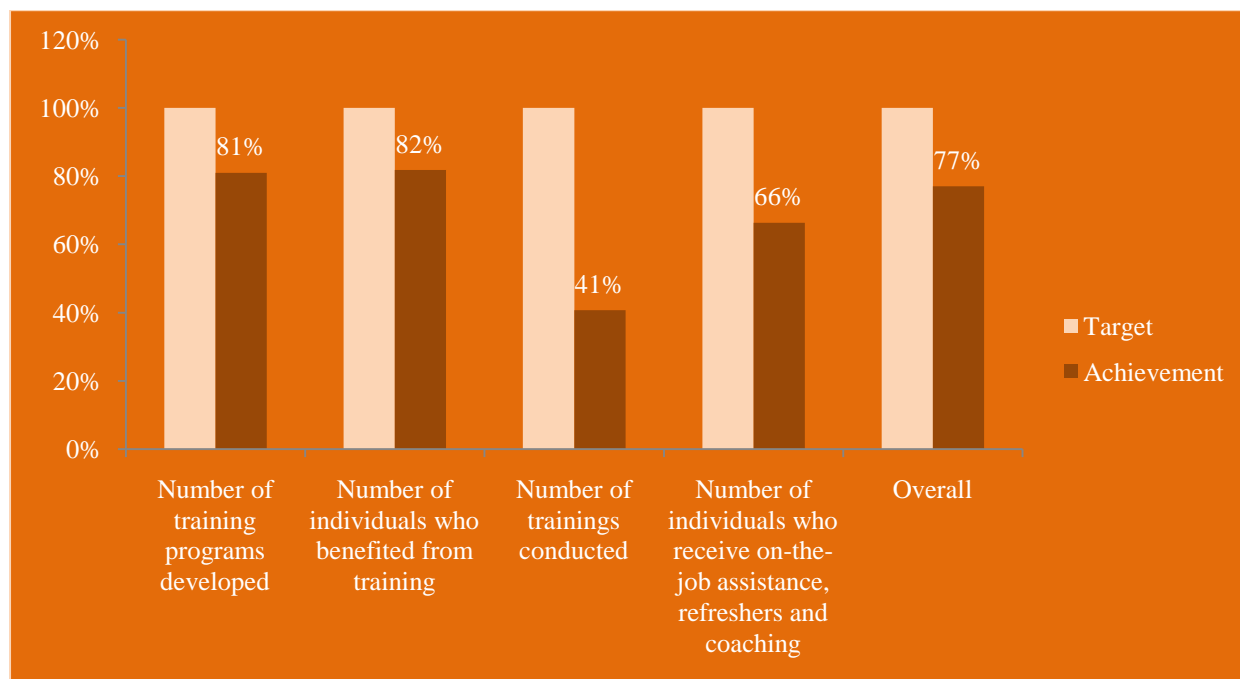


Application of knowledge at Work place:



Progress against the Output Indicators:

The following chart reflects the annual progress against the Output Indicators of IR-2. Assignment Wise details are attached as Annex-II; Page 44.



Pictures:



ASP-RSPN in partnership with DAGP and USAID organized training on Audit Management



A session in progress during 'Training of Trainers' jointly organized by ASP-RSPN and STI



Aug 21-23, 2013: Training of SMEDA staff on Procurement and M&E manuals held at Lahore

IR-3

IMPROVED PFM POLICIES AND PROCEDURES

The all four components of ASP-RSPN's Institutional capacity building approach focuses on public financial management improvements and reforms. The capacity building interventions either at the entity level or at strategic level aims to bring forth reform oriented measures in PFM policies and procedures of partner organizations. ASP's collaboration with Procurement Regulatory Authorities, Provincial Finance Departments and The Department of the Auditor General of Pakistan has contributed significantly towards achieving this broader objective. However, the Research component directly addresses the institutional aspects of reform in Pakistani organizations in key areas of Financial Management, Procurement Management, Administrative Management and Monitoring & Evaluation. Research has been considered as an imperative to diagnose systemic structural issues hampering the development process in the country.

The potential areas of research identified under the Cooperative Agreement include policies, procedures and public-private partnerships and financial and administrative procedures that improve efficiencies particularly in the working of government. It states that, *"A potential area of research could be to assess procedures it uses and advise government on changes in GOP procedures for greater efficiencies... The ASP-RSPN research component will also focus on the possible reforms, amendments and restructuring in the provincial governments especially in the backdrop of the 18th amendment and to help the provincial governments in this reform process."*

During the year under report, ASP-RSPN actively kept its liaison with federal and provincial governments on the proposed reform measures identified in research studies carried out on the public sector planning process, its implementation, financial management and monitoring and evaluation. A number of meetings with federal and provincial organizations including Planning Commission, MoF, Provincial Finance, P&D departments and other relevant entities were held in this regard. As a result, MOF has committed to look into some of the recommendations on RFA/ Assignment Account in the next round of review in RFA procedures. Similarly, ASP's continued engagement with the Planning Commission of Pakistan has informed the policy makers on the ongoing reform process of the Government of Pakistan to make Planning Commission a think tank and catalyst in national policy making.

Progress against the Outcome Indicators:

Indicator 3.1:	Number of policy reforms adopted
Target:	49
Achievement:	14

Achievements against this indicator are mainly due to the policy level reform changes implemented as a result of ASP interventions in STI, Strategic Planning in KP, Internal Audit in KP, and KP PPRA. However, the Research component's contribution is to be achieved. ASP-RSPN is continuously being advocating its research based recommendations with the relevant government departments.

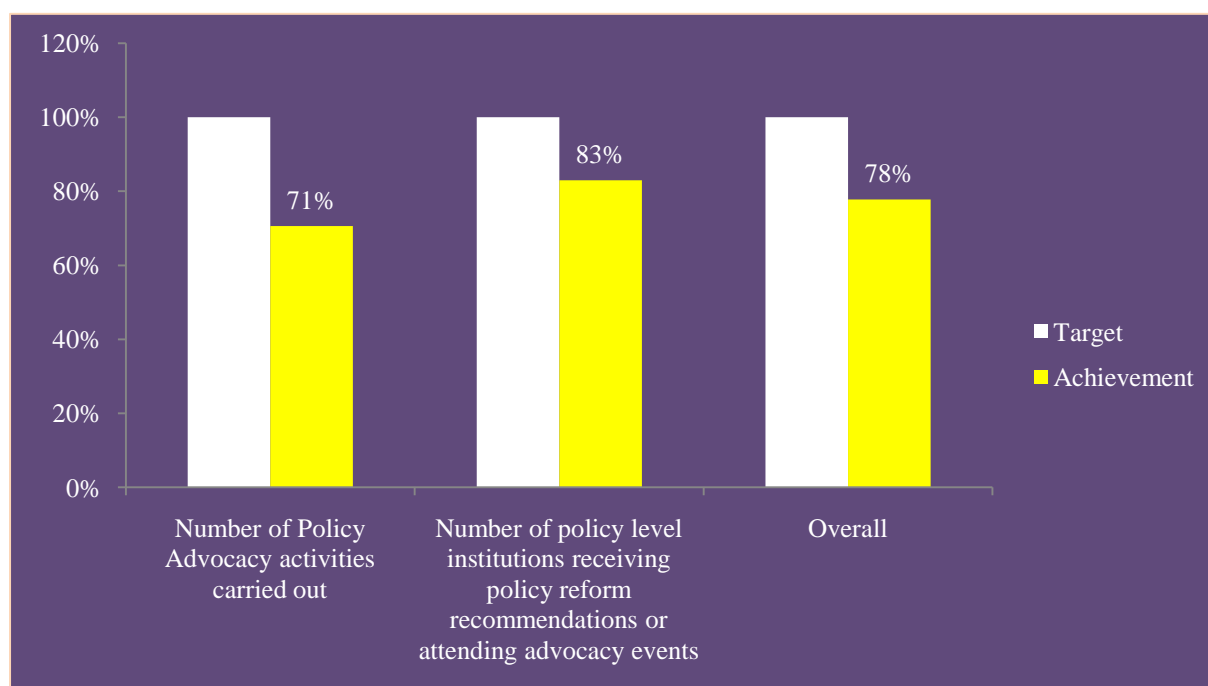
Indicator 3.2: Number of rules & regulations improved

Target: 45

Achievement: 37

The improvement in the rules & regulations of Pakistani organizations include the implementation of new policies, procedures, manuals and IT systems. ASP-RSPN successfully implemented the initiatives at PaRRSA, HSA, MSDP, STI, SMEDA, KP-PPRA, RSPN and NRSP.

Progress against the Output Indicators:



The Assignment Wise details are attached as Annex-III; Page 45.

Pictures:



Consultative Workshop on the Launching of Public Procurement Regulatory Authority, Balochistan



MD PPRA chairing the Inaugural Meeting of Advisory Group on Public Procurement

Success Stories -- Two Landmark Reform Initiatives

Establishing Internal Audit System in Provincial Departments – A Productive Partnership between ASP-RSPN and Government of Khyber Pakhtunkhwa

To improve effectiveness, efficiency and, more importantly, to enable provincial departments of GoKP to fulfill their duty to be accountable and transparent to the public, Assessment and Strengthening Program (ASP) provided technical assistance to institutionalize an independent and professional internal audit system within Education, Communication & Works and Health department.

ASP-RSPN provided support to the Finance Department of the GoKP in institutionalizing the Internal Audit system in the province. This strategic support to the government aimed to provide assistance in conducting internal audit in line with the approved charter and international internal auditing standards and further build the capacity of the government officials in internal audit implementation. ASP-RSPN in partnership with the provincial government launched a pilot project to set up an internal audit function in key departments of the provincial government.

Modern tools and techniques of internal auditing commensurate with international best practices were introduced. ASP also proposed a governance structure and reporting relationships for the functioning of Internal Audit Cells (IACs). ASP-RSPN's proposed internal audit structure and methodology has been approved by the government. The government also agreed to set up internal audit as a separate function in Education, Health and Works & Services departments. For each selected department and ASP-RSPN has also documented the critical processes, financial and performance risks associated with each step of each process and suggested controls to militate against identified risks.

In line with the Governance structure proposed by ASP-RSPN, the provincial government of KP in the Budget White Paper 2013-14 has announced eighteen positions to establish internal audit function in the selected departments. In this regard ASP's and USAID's contribution has been greatly acknowledged. Upon the successful completion of partnership, the KP Government also requested USAID for continued support to mainstream internal audit function in all other departments of the provincial government with technical support from ASP-RSPN.

Strategic Planning Institutionalized in Key Departments of Khyber Pakhtunkhwa with ASP-RSPN's Support – a Landmark Achievement

In continuation of its efforts to build the institutional capacity of Pakistani organizations, Assessment and Strengthening Program (ASP-RSPN) supported GoKP in developing long-term strategic plans for six provincial departments and incorporating them in the provincial budgets of subsequent years in order to enhance the departments' institutional capacity.

Institutional strengthening plays a central role in strengthening the ability of governments, private sector entities, nongovernmental organizations, and other civil society institutions to implement programs effectively, while increasingly enabling organizations to implement programs by themselves. Correspondingly, ASP aimed to bolster efforts of the Government of Khyber Pakhtunkhwa to strengthen institution building in six (6) provincial departments, Health, Higher Education, Public Health Engineering, Irrigation, Social Welfare and Population Welfare, through well-structured strategic plans.

The project was planned under a two-phase capacity building framework; the first phase included providing technical assistance to the Finance Department of the Government of KP as well as the preparation of the Strategic Plans and Annual Action Plans for the six provincial departments. The second phase included the incorporation of the aforementioned plans in the annual budget for the financial year 2013-14.

The project was immensely successful as it managed to achieve all the goals and deliverables envisaged in the Capacity Building Plan within the time frame that had initially been agreed upon. Success of the project is also reflected by fact that the Finance Department of the GoKP has requested for the continuation of technical support from ASP-RSPN and the extension of the capacity building plan to other departments of the provincial government. Moreover, the Provincial Government of Khyber Pakhtunkhwa in its Budget White Paper (2013-14) recognized the laudable efforts of ASP-RSPN in assisting the GoKP in boosting its institutional capacity and effectiveness.

“Government of Khyber Pakhtunkhwa really appreciates the efforts under taken by USAID in carrying out its reforms agenda under the umbrella program of PFM, to improve the effectiveness of its governance and, more importantly, stimulate economic growth in the province. USAID through Assessment and Strengthening Program (ASP) provided technical assistance to these departments in developing strategic plans and its implementation by linking it with budgetary outlays.”

Monitoring & Evaluation

Monitoring and Evaluation (M&E) within ASP is an ongoing function central to the overall project implementation and regular course correction. ASP has put into operation a continuous systematic process of collecting and analyzing information with a feedback mechanism to ensure on-going programmatic progress towards the desired objectives. The basis of M&E in ASP is the Performance Monitoring Plan (PMP) developed in consultation with USAID. The MER department is responsible for tracking the progress of activities, timelines, expenditure and above all, the performance indicators set to measure the impact, outcomes and outputs of the program.

The M&E function in helping ASP in timely provision of information to the management for necessary course correction. Data and information is being collected by and through all ASP partners. Lessons learned in all components of the project are mutually shared between the Central and Provincial Program Offices of ASP. The M&E section puts together not only the progress reports for submission to the USAID but also the program related success stories and communications material.

During the year, ASP continuously monitored the program activities by using different M&E tools including products (developed documents) review, visits, review meetings, progress reports etc. A robust M&E activity tracking system has also been developed to monitor progress on each capacity building assignment. Internal Training Impact Assessment exercises were also conducted during the year to ascertain the impact of conducted trainings on the enhanced skills of individuals and their contribution in organizational performance.

Annual and Quarterly Progress Reports were developed and shared with USAID and RSPN highlighting key achievements during the course of program implementation. Similarly, revised PMP and 4th year Work Plan were submitted to USAID for approval. M&E team accompanied the CB departments for various review discussions and workshops. An integrated MIS is implemented to monitor the timelines of activities/sub-activities for each intervention. It also helps generate reports and analyze results at Outcomes and Outputs level.

Overall, the ASP Quality Assurance Policy is part of the M&E system which is based upon strict monitoring of all the products and deliverables against the standards agreed as part of the Capacity Building plan and as per the specific requirements of the recipient organizations. Random visits to the target institutions are also conducted to monitor the implementation status of the assistance extended under ASP. The M&E manuals and related tools developed during CB plan implementation are critically reviewed, fine-tuned before finalization. The M&E section also regularly updates USAID's TraiNet and PakInfo databases.

Communications

During the reporting year ASP-RSPN maintained a good outreach of its interventions, products and events through media to the public and direct interaction with the stakeholders. The requirements and targets of Branding and Marking plan were met successfully. A few communication products were developed during the year and shared with stakeholders in the government, donors, civil society and media. ASP events received positive media coverage with a couple of events getting coverage on the National Channel i.e. Pakistan Television (PTV). Daily newspapers at the National and district levels also picked certain events of ASP as news item. For instance, Pakistan Today dated 3rd September, 2013 highlighted the finalization of the first-ever National Procurement Strategy. Likewise, on 28th August, 2013 Pakistan Observer, Balochistan Times and Daily Public discussed the consultative workshop held by ASP regarding the Launching of Public Procurement Regulatory Authority, Balochistan. Similarly on 2nd April, 2013 Daily Times and The Nation emphasized on the Inaugural meeting of the Advisory Group on Public Procurement. A repository of all such items, including both the video clips and newspaper items, has been maintained at ASP's website www.asp.org.pk.

ASP's quarterly newsletter is being regularly developed and circulated amongst the concerned government departments, donors and academia to build a positive image of the project. During the year, copies of ASP-RSPN brochure and quarterly newsletter were printed and distributed. The e-newsletter is also being shared to massive e-groups of development professionals and CSO forums. ASP-RSPN being part of the USAID's "Communications Working Group" participated in all meetings and regular follow up has also been done on new USAID guidelines on communications.

Realizing the limited scope of existing Branding & Marking plan, having no avenues of outreach in terms of building the image of program at political level in the policy circles and in public at large, ASP-RSPN shared a revised Branding & Marking Plan during the current year. The current year is of huge importance for both ASP and USAID, because of new political governments at the federal and provincial level. Advocacy through media advertisements on strategic interventions in connection with National and provincial advocacy workshops would create a positive image and buy-in for ASP and USAID. Secondly, it would help in opening up new avenues of partnership between USAID and the GOP for the strengthening of other key public sector institutions. Keeping in view the need of an enhanced advocacy and communication effort ASP has proposed two rounds of media advertisements in major newspapers of Pakistan. Also ASP's video documentary is planned in the revised document through which ASP's successes can be highlighted during stakeholders' workshops and would also be hosted on the program's website.

Project Implementation

Role of Central Program Office & Provincial Program Offices

ASP has a Central Project Office (CPO) based in Islamabad and four Provincial Project Offices (PPOs) in Lahore, Karachi, Quetta and Peshawar. The role of the CPO is to implement four components of the program and provide strategic guidance, technical back stopping, financial management, contract management and donor coordination. The provincial units are responsible for coordination, monitoring and implementation of activities at the provincial level. During the reporting quarter, the CPO and PPOs remained fully functional as per their mandates.

Like the Central Program Office (CPO) at the federal level, the PPOs also have an important role as being the field face of ASP-RSPN at the provincial level and act as catalyst in smooth implementation of activities. They undertake to liaise with the target organizations. The PPOs perform varied functions including but not limited to participation in strategic meetings, finalization of planned deliverables by consultants/firms, arrangement and participation in discussions/ meetings with the institutions; gathering departments' policies/procedures documents, identification of potential expert human resource and facilitation to ASP-LUMS in getting nominations from the provincial departments.

During the reporting period, all PPOs remained actively involved in direct execution of activities at the provincial level. The PPO in Khyber Pakhtunkhwa and Sindh ensured their continuous presence during on-the-job technical assistance phase in PaRRSA, MSDP and SBEP. Likewise, provincial office in Punjab successfully managed the capacity building of SMEDA. The office continued its engagement with government functionaries and other organizations to build a positive image of the project. PPO Punjab is currently engaged in the CB of AHAN project. The PPO in Balochistan remained involved in seeking nominations from provincial departments for training at LUMS and responding to requests from CPO on capacity building related requirements. Capacity Building of Balochistan PPRA is also being managed by the provincial team and also gearing up to take Validation exercises for Small Grants Program.

Contracts Management

During the period under report ASP-RSPN hired the services of reputable firms and individual consultants to carry out its capacity building interventions. For short listing of OIG approved

Chartered Accountant Firms for pre-award assessment and validation exercises, Expression of Interest (EOI) were issued. Following a robust procurement procedure, ASP-RSPN hired the services of best available firms having expertise in conducting Financial & Management Audits. Similarly more than 50 individual consultants also provided technical services to various Capacity Building Assignments including Strategic Planning of GoKP, Internal Audit in GoKP, MSDP, Sindh, SBEP, FPPRA, STI, PDMA-PaRRSA, SMEDA, BPPRA, SPPRA, Department of Auditor-General of Pakistan, AHAN, WASC, CPO and for preparing of Guidelines for audit of USAID funded projects.

Lessons Learnt

Institutional Level Lessons

- Formation of Advisory Groups or Steering Committee like AGPP, KP Donor Coordination Forum, PFM having representation of government functionaries help in better implementation of assignments
- Any capacity building intervention at an institution has to be demand driven. This approach ensures that the partner department remains interested in institutional development activities and actively involves itself in bringing the change.
- Frequent posting and transfers of public officials generally delays project implementation. Delayed postings in PMUs create major distortions. SBEP and MSDP in Sindh are some examples.
- Government departments lack capacity in designing cross sectoral projects. External support from technical experts is a good way to make concrete project documents
- Involving recipient organizations in the bid evaluation process create ownership and value for money like in case of FPPRA and STI. Management of organizations remained involved in the whole process.
- Delayed approval of assignments kills the initiative – “Timing is important while working with the government”
- Initiatives aligned with Government’s planning cycle have more chances of success e.g. Strategic Planning in KP is a good example of aligning the intervention with GOP’s budget cycle
- In public sector, skills are difficult to retain – provision for post CB phase support may be needed in some cases
- Regular coordination between ASP, USAID and the recipient organization help in timely decision making and course correction i.e. Effective coordination mechanism in PARRSA helped in resolving issues timely.
- Flexibility in contract management may be required while working with public sector – delay is the norm in providing timely feedback. A delay Assessment Committee has been formed in ASP to assess cases of delay and to make recommendations to avoid unnecessary delays.
- Inter provincial or departmental exposure broadens the vision and helps in adaptation of best practice models e.g. Learning of provincial PPRAs through networking and exposure to other provinces

- Follow-up meetings and visits to completed assignments is a useful strategy to sustain project results. Informal relationship and monitoring is required to sustain the results achieved.
- Our several partners especially in KP province have raised the issue of need of longer-term commitment from ASP-RSPN. Our interventions typically last few months only and we normally withdraw after submission of deliverables from our side. Perhaps we need to rethink our strategy in terms of design and implementation of Capacity Building Plan which should be flexible enough to cater to such requirement.

Instrumentality / Assignment Level Lessons

- Harmonization in policies & procedures between federal and provincial bodies is a best practice model e.g. Procurement rules and regulation updated at federal and provincial level
- Standardized tools (manuals) for different public sector entities reduce time and effort and avoid duplication
- Mainstreaming international standards in public sector processes is a unique model for institutional reform e.g. Internal Audit process mapping at department level in KP province
- Process mapping and study of fund flow mechanisms is a useful tool for effective implementation of projects
- High end IT solutions do not suit for all public sector organizations. IT solutions without enforcement mechanisms may not be as successful as desired.

Behavioral/Attitudinal Lessons

- Change Agents are important to achieve results in the public sector. Success is only possible if demand for change comes from within the institution and its key individuals.
- In several entities with which we have worked with, civil servants have time and again shown a disdain for “all-knowing” attitude of “experts”. This is mainly observed before the start of an intervention but it is important to make them realize that we don’t know everything rather we are there to seek guidance from them and assist them by providing time, ideas, energy and resources for undertaking reform initiatives that they might themselves have undertaken for more effective results.
- Public officials are generally not clear in their demands - ASP’s role is instrumental in articulating their demands. It becomes challenging to shift their focus from ‘perceived needs’ to ‘actual needs’.
- Planned interventions if aligned with the tenures of key personnel involved at the partner – Department’s side. Very often it has been observed that a very key initiative led by an

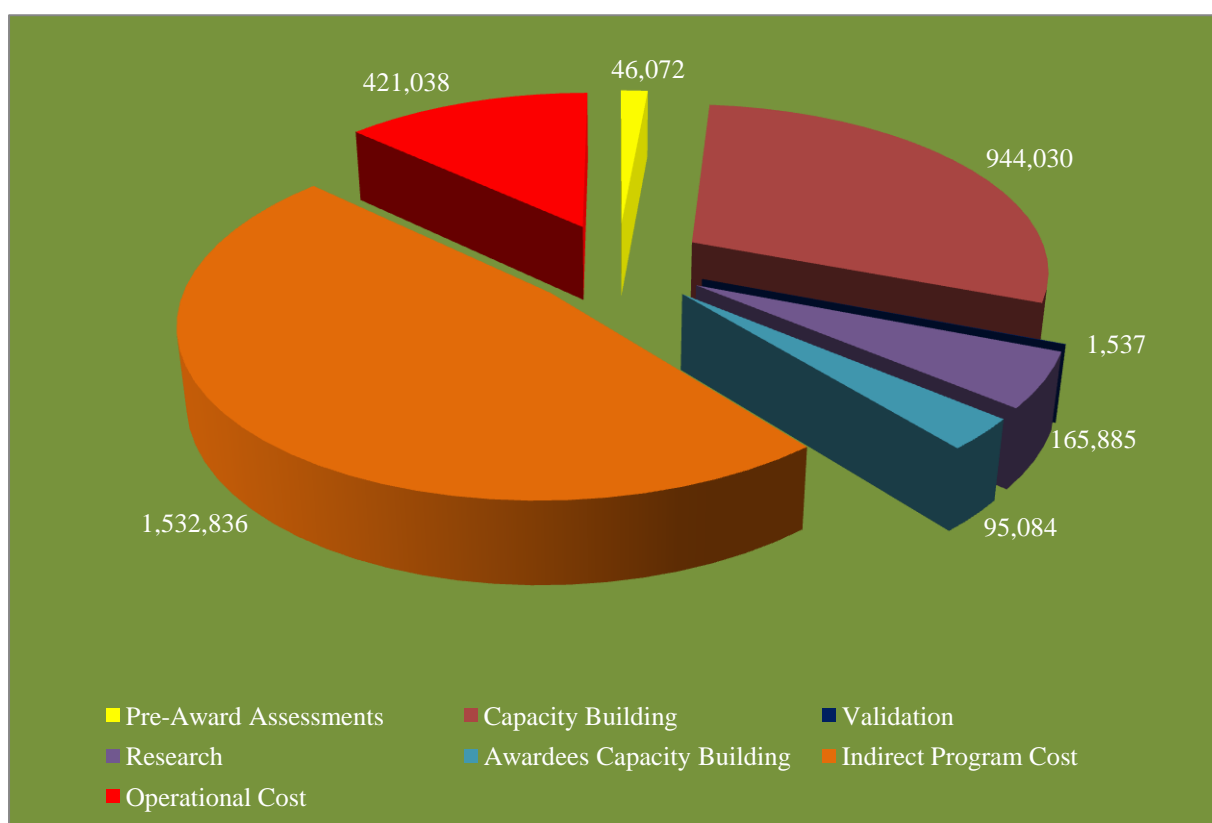
individual loses its effectiveness once that champion of change gets transferred. ASP has to start over again to win the buy-in of incumbent who might have a completely different idea of how things should have been approached at the first place.

- Public officials sometimes expect us to do their own assigned task. It should be made clear in the beginning that the role of ‘catalyst’ (ASP) is only to assist in their work and not ‘doing their work’. In IT interventions, we promote such technologies in which dependency is not created on ASP.
- We realize that TEAM BUILDING is significant. Therefore it needs to be a strong objective in all development undertakings.

FINANCIAL PROGRESS

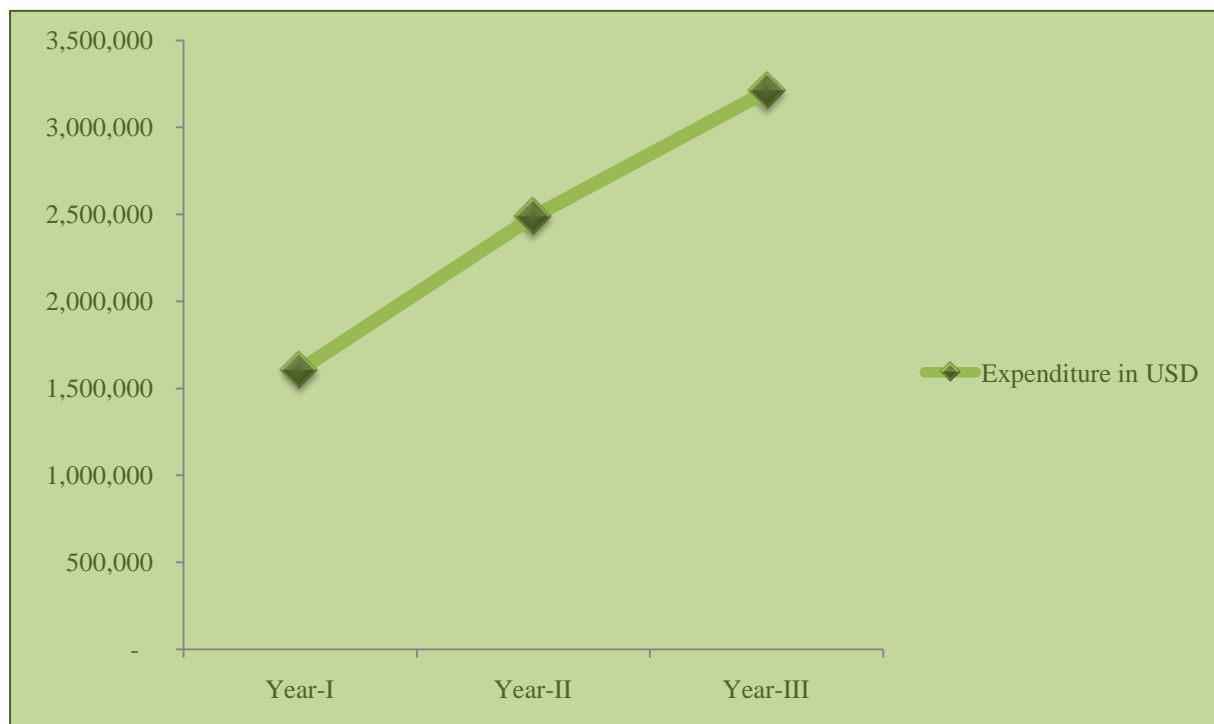
2012-13

The following graph reflects an overview of the expenditures (in US Dollars) against the Program Components/Sectors during Year-3 (Oct 2012 – Sep 2013). An expenditure of US \$ 3,206,481 was made against the receipts of US \$ 3,528,341 from USAID.



The current year's expenditure reflects an upward moving trend as compared to expenditures of Year-I and Year-II of US \$ 1.606 and US \$ 2.486 million respectively. The graph indicates major portion of the spending in capacity building interventions and negligible amount spent for conducting validations. It is due to the non-provision of validation assignments to ASP-RSPN by USAID. Validations are linked with the completion of capacity building assignments by the partner ASP organizations i.e. ASP-AiD and ASP-LUMS. However, ASP-RSPN received a good number of validation exercises during the last quarter (Jul-Sep 2013). This will result in changing the three-year trend of least expenditures under this component.

The following graph presents the yearly-breakup of the expenditure till September 2013. Clearly an increasing trend is noticed and ASP-RSPN exhibits the capacity of further enhancing it based upon USAID's new partnerships with Pakistani implementing partners.



Component-Wise Assignments Status

S. #	Name of Assignment/Institution	Status
Assessments		
1	83 Assessments under Third Party Validation of CDCP	Completed
2	Pre-Award Assessment of NESPAK	Completed
3	Pre-Award Assessment of National Highway Authority	Completed
4	Pre-Award Assessment of Abacus Consulting Pvt. Ltd.	Completed
5	Pre-Award Assessment of Halcrow Pvt. Ltd.	Completed
6	Pre-Award Assessment of National Development Consultants Pvt. Ltd.	Completed
7	Pre-Award Assessment of A.A. Associates Pvt. Ltd.	Completed
8	Pre-Award Assessment of Echo West Consulting Pvt. Ltd.	Completed
9	Pre-Award Assessment of Qavi Engineering Pvt. Ltd.	Completed
10	Pre-Award Assessment of EA Consulting Pvt. Ltd.	Completed
11	Pre-Award Assessment of Matracon Pvt. Ltd.	Completed
12	Pre-Award Assessment of Izhar Construction Pvt. Ltd.	Completed
13	Pre-Award Assessment of Marie Stopes Society	Completed
14	15 Assessments under IPAF for current year	To be done by USAID
15	9 remaining Pre-Award Assessments for current year	Not assigned
Capacity Building		
1	Pre-Obligation/Project design support to MSDP Sindh	Completed
2	Pre-Obligation/Project design support to SBEP	Completed
3	Project design support to Agriculture dept KP; Command Area Development Program of Gomal Zam Dam	Completed
4	Project design support to Health dept Sindh; JIMS	Completed
5	Higher Education Commission	Completed
6	Health Services Academy	Completed
7	Phase-I of Capacity Building support to PaRRSA	Completed
8	Strategic Planning in 6 departments of KP	Completed

S. #	Name of Assignment/Institution	Status
9	Small and Medium Enterprise Development Authority	Completed
10	KP Public Procurement Regulatory Authority	Completed
11	Internal Audit in KP	Completed
12	Sindh Public Procurement Regulatory Authority	Completed
13	Post Obligation CB support to MSDP Sindh	Completed
14	Post Obligation CB support to SBEP	On Going
15	Secretariat Training Institute	On Going
16	Balochistan Public Procurement Regulatory Authority	On Going
17	Federal Public Procurement regulatory Authority	On Going
18	Department of Auditor General of Pakistan	On Going
19	Aik Hunar Aik Nagar	On Going
20	WAPDA Administrative Staff College	On Going
21	Phase-II of Capacity Building support to PaRRSA	On Going
22	Four (4) remaining CB assignments for current year	Not assigned
Validation		
1	Trust for Democratic Education and Accountability	Completed
2	Abacus Consulting Pvt. Ltd.	Completed
3	Municipal Services Program, KP	On Going
4	Three (3) Power Generation Companies (GENCOs)	On Going
5	36 Small Grants and Ambassador Fund Program NGOs	On Going
6	14 remaining Validations	Not assigned
Research		
1	Assignment Account/Revolving Funds Account	Completed
2	Planning Process in GoP sector	Completed
3	Project Management Unit's approach	Completed
4	Institutional Performance Assessment Framework/PFM Assessment Framework	Completed
5	One (1) research for the current year	Not assigned
Awardees Capacity Building		

S. #	Name of Assignment/Institution	Status
1	General Training Component	Completed
2	Development of Policies & Procedures for RSPN and NRSP	Completed
3	IT Infrastructure development for NRSP	Completed
4	SAP B-1 implementation for ASP-RSPN	Completed
5	Software for ASP-RSPN	Completed
6	Capacity Building plan for RSPN	To be approved

Annex-I: Assignment Wise Details of Output Indicators for IR-I

IR/Sub-IR	Indicator	Annual Target	Progress	Details
IR-1: Improved Management Systems implemented				
Sub-IR 1.1: Institutional Capacity gaps understood by Stakeholders	Number of organizational assessments and researches conducted	30	10	PIPS, AHAN, 6 depts. selected for Strategic Planning in KP, TPV of Ghanchay district and Pre-Award of Marie Stopes Society
	Number of Pakistani organizations whose capacity needs have been established	38	17	12 depts./directorates under Internal Audit in KP, STI, RSPN, DAGP, BPPRA and Marie Stopes Society
Sub-IR 1.2: Management Systems adopted	Number of capacity building plans developed	10	6	PaRRSA Phase-II, WASC, AHAN, HEC, FPPRA, Strategic Planning in KP
	Number of Policies & Procedures developed	50	43	PaRRSA: 6, SMEDA: 9, SP-KP:12, DAGP: 1, IA-KP: 3, KP-PPRA: 4, JIMS: 1, HEC: 1, FPPRA:2 & STI: 4
	Number of IT based Management Systems developed	9	3	PaRRSA, STI & ASP-RSPN
	Number of new tools & techniques introduced and adopted	89	52	IA-KP: 23, PaRRSA: 6, SMEDA: 8, SP-KP: 6 & SBEP: 9
	Number of project design activities supported	3	2	HEC & DAGP

The details on two indicators in the above table:

- i) Number of Policies & Procedures developed
- ii) Number of new tools & Techniques introduced and adopted

are given below. The following tables for each indicator reflect the products developed by ASP-RSPN for the recipient organizations.

Number of Policies and Procedures developed

Institution	Policy & Procedure Documents
FPPRA	Procurement Rules
STI	Curriculum updation for areas including Economic Management, HRM, Public Sector Management & Governance and Financial Management
KP-PPRA	Procurement Rules Standard Bidding Documents Human Resource Management Manual Financial Management Manual
PaRRSA	Internal Audit System Gender's section ToRs Human Resource Management Manual Monitoring and Evaluation Manual Policy Guide & General Procedures on IT ToRs for Market Assessment survey
Internal Audit in KP	Governance Structure Internal Audit Methodology Internal Audit Toolkits
DAGP	Needs Assessment Document
SMEDA	Institutional Needs Assessment Procurement Management Manual Standard Bidding Documents Financial & Accounting rules Financial Regulations & procedures Manual Internal Audit methodology Employee's service rules 2013 Employees service regulations 2013 Monitoring and Evaluation Manual
JIMS	Ordinance on management of JIMS
HEC	Funds Flow mechanism for USAID's Merit and Need based Scholarship program
Federal PPRA	National Procurement Strategy
Strategic Planning in KP	Strategic Plans for six (6) departments Annual Action Plans for six (6) departments

Number of new tools and techniques introduced and adopted

Institution	New Tools and Techniques introduced
SBEP	<ul style="list-style-type: none"> Allocation structure for new draft release order Annual Procurement Plan Stock verification format Request for Quotations (RFQ) format Notice for invitation to Tenders (NIT) format Risk Assessment format Audit Plan Test of Control format Compliance review formats
Internal Audit	<ul style="list-style-type: none"> Permanent file format Planning file format Control Risk Assessment Questionnaire Standardized Audit Report format Proposed Annual Planning process Budget, HR & Procurement management process documentation for C&W, Health and Education departments Audit Programs for Budget, Procurement & HR management for C&W, Health and Education departments
Strategic Planning KP	Output-based budgeting formats for six (6) departments in KP
PaRRSA	<ul style="list-style-type: none"> Budget process laid out Development of automated planners for donors coordination wing Review and updating of CB project document Software and licensing requirements developed IT Training Needs Assessment developed Hardware Assessment drafted
SMEDA	<ul style="list-style-type: none"> Governing arrangements for Procurements Options for Procurement in PSDP projects SBDs for Procurement of: <ul style="list-style-type: none"> Consulting Services Technical Services Large Contracts Goods- International Competitive Bidding and Standard Goods Internal Audit requirements of Donors and Government

Annex-II: Assignment Wise Details of Output Indicators for IR-2

IR/Sub-IR	Indicator	Annual Target	Progress	Details
IR-2: Human Resources enabled for enhanced performance				
Sub-IR 2.1: Knowledge and skills of human resources enhanced	Number of training programs developed	21	17	SMEDA: 2, STI: 1, RSPN: 4, ASP-RSPN:2, DAGP:1, NRSP: 1, HSA: 4, Sindh PPRA: 1 & Assignment Account: 1
	Number of individuals who benefited from training	833	681	RSPN: 80, ASP-RSPN: 28, SMEDA: 88, STI: 51, DAGP: 43, PaRRSA: 30, HSA: 30, Sindh PPRA: 286, NRSP: 20 & Assignment Account: 25
	Number of trainings conducted	86	35	SMEDA: 4, STI: 2, RSPN: 4, ASP-RSPN: 2, DAGP: 1, PaRRSA: 7, NRSP: 1, Sindh PPRA: 5, HSA: 8, Assignment Account: 1
Sub-IR 2.2: Application of knowledge and skills supported	Number of individuals who receive on-the-job assistance, refreshers and coaching	99	59	STI: 24, SP-KP: 12 & PaRRSA: 23
	Number of consultants provided for short-term technical assistance	86	75	WASC: 3, SMEDA: 5, AHAN: 1, Awardees Training: 2, BPPRA: 3, DAGP: 1, PaRRSA: 1, FPPRA: 4, KP-PPRA: 3, SBEP: 9, SP-KP: 9, IA-KP: 11, DAGP: 5, HEC: 2, MSDP: 3 & IPAF = 13

Annex-III: Assignment Wise Details of Output Indicators for IR-3

IR/Sub-IR	Indicator	Annual Target	Progress	Details
IR-3: Improved PFM Policies and Procedures				
Sub-IR 3.1: Policy recommendations advocated	Number of research studies conducted	1	--	No new research studies assigned by USAID during the year
	Number of reforms/recommendations developed	5	--	Same as above
	Number of policy advocacy activities carried out	34	24	FPPRA: 2, BPPRA: 1, IA-KP: 2, SP-KP: 13, PaRRSA: 2, IPAF: 1, DAGP: 1, TPV: 1 & Donors' Reforms in KP: 1
	Number of policy level institutions receiving policy reform recommendations or attending advocacy events	47	39	<p>Federal/Donors: MoF, DAGP, Federal PPRA, NCHD, SMEDA, HEC, AusAID, World Bank, JICA, ADB & USAID</p> <p>KP: Finance, PPRA-KP, Energy & Power Dept., Bank of Khyber, PaRRSA, Social Welfare, Agriculture, Population Welfare, Public Health Engineering, Higher Education, Health, C&W, Pak PWD, Police, Excise & Taxation, DCOs</p> <p>Balochistan: Finance, NIM, Balochistan Development Authority, Chamber of Commerce, AG office, Agriculture, Irrigation, C&W, Food, Livestock & Public Health Engineering</p> <p>Sindh: Sindh-PPRA</p> <p>Punjab: Punjab-PPRA & Finance Dept.</p> <p>Finance depts. of AJK and GB</p>